

DEPARTMENT OF THE ARMY  
U.S. ARMY MEDICAL DEPARTMENT CENTER AND SCHOOL AND  
FORT SAM HOUSTON  
Fort Sam Houston, Texas 78234-5014

FSH Regulation  
No. 10-2

13 Aug 97

Organization and Functions  
**FORT SAM HOUSTON MAYORAL PROGRAM**

Issue of supplements to this regulation by subordinate commanders is prohibited unless approved by the Commander, U.S. Army Medical Department Center and School and Fort Sam Houston.

**1. PURPOSE.** This regulation establishes the Fort Sam Houston (FSH) Mayoral Program and sets policies, procedures and responsibilities for the establishment and operation of this program.

**2. APPLICABILITY.** This regulation applies to all military personnel and family members living on Fort Sam Houston, and all units and staff located at FSH are governed by this regulation.

**3. REFERENCES.**

- a. Appendix A, List of FSH Housing Areas
- b. Appendix B, Mayoral Staff Positions, Job Description.
- c. Appendix C, Community Action Council.
- d. Appendix D, FSH Mayoral Program Administration.

**4. GENERAL.** The FSH Mayoral Program was established to improve the quality of life of military personnel and their family members, and to provide the opportunity for all personnel to become meaningfully involved in community activities, and the management of the installation by:

- a. Participating in neighborhood and community activities.
- b. Providing input regarding decisions that affect installation policies, facilities, and services.

c. Establishing community organizations to assist in identifying community problems and needs.

d. Increasing self-help actions, thereby reducing community management and maintenance expenses.

**5. OBJECTIVES.** The objectives of the overall program are to create an atmosphere of mutual concern, responsibility, and cooperation, among individual community members, their families, and community agencies. To generate interest and pride through self-involvement in community activities, and to create a line of communication between family members, the Commander, and the staff at FSH. To improve dissemination of information to community members, and provide a means for assessing individual and collective community opinions concerning conditions and policies which affect those residing on FSH.

**6. CONCEPT.** The focus of this program will be on military families residing on post. A volunteer mayor will be selected for each housing area and approved by the Garrison Commander. If more than one person wishes to volunteer, an election for that housing area will be held. Each mayor will conduct, at a minimum, semi-annual town meetings to accomplish the objectives of the overall program, and will appoint volunteer community residents to assist in specific functions. The Army Community Service (ACS) Officer, representing the Director of Community Activities (DCA), will serve as the point of contact (POC) for requests from the applicable mayors. An installation council will be established to serve as a forum to address identified community needs and problems, and to allow for the free exchange of information. This council will be called the Community Action Council, and will be chaired by the Garrison Commander. The council will meet monthly.

**7. RESPONSIBILITIES.**

a. The Garrison Commander will:

(1) Delegate authority to program participants to expedite problem resolution.

(2) Maintain contact and accessibility with program participants.

(3) Participate in community activities

(4) Serve as the chairman of the Community Action Council.

5) Officially approve and induct new mayors.

(6) Ensure responsive command support in resolution of problems, provision of needed services, or recognition of services provided.

(7) Ensure assignment of qualified personnel to operate the program as coordinated with the Director of Community Activities.

(8) Ensure that mayors are allowed to function in their official capacities without fear of reprisal against their military member spouses.

b. The Garrison Executive Officer will:

(1) Serve as staff proponent for the mayoral program, and maintain operational control of the program administration through the Director of Community Activities.

(2) Ensure a 2-week follow-up to questions raised in Community Action Council meetings, and 4 weeks for resolution.

(3) Schedule meetings, and make other arrangements with the approval of the mayors, as necessary, for the monthly community action council.

(4) Act as POC to make decisions as needs arise in support of the applicable area mayor's request.

(5) Act as chairman of the Community Action Council in the absence of the Garrison Commander.

c. The Garrison Command Sergeant Major will serve as advisor on all enlisted matters.

d. The Director of Public Works (DPW) will provide staff support, with the primary emphasis on all matters pertaining to housing and the maintenance of government quarters.

e. The Provost Marshal (PMO) will:

(1) Provide staff support, as required, with maximum cooperation provided to community residents in resolving law enforcement oriented problems.

(2) Develop and encourage the use of neighborhood watch programs.

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f. The Public Affairs Office (PAO) will provide staff support, as required, with the primary focus on publicity for community sponsored events.

g. The 323rd Medical Command Army Band will provide musical entertainment at block parties, and town hall meetings. Mayors should request use of the band 90 days prior to the scheduled event in order to maximize likelihood of availability.

h. The Director of Health Services will provide health services as requested/required.

i. The Director of Community Activities will:

(1) Provide the ACS Officer as the POC for all mayoral activities.

(2) Organize and assist in conducting elections, if required, for area mayors and staff, in accordance with this regulation.

(3) Provide a representative to the Community Action Council and area town meetings, as required.

(4) Provide guidance to area mayors on the establishment of by-laws, funding, and other related matters.

(5) Provide administrative support as needed, to include reproduction of required materials and office supplies

(6) Maintain historical records regarding the Mayoral Program.

(7) Provide support requested within capabilities or recommend referral to the appropriate staff agency and/or sponsor unit.

j. Other directorates/staff sections will be familiar with the program and its purpose, and provide support and assistance, to include training, as required, to accomplish program objectives.

k. Mayors and Staff will:

(1) Operate the Mayoral Program in accordance with this regulation following the guidelines provided during mayors' training.

(2) Serve as the focal point for protecting the rights and quality of life of assigned housing area residents.

(3) Identify local problems and provide for local needs, within capabilities.

(4) Preside over housing area meetings, attend monthly community action council meetings, and other meetings, as may be required or designate a representative when necessary.

(5) Facilitate communication between community members and post agencies.

(6) Supervise and provide guidance to community volunteer residents who hold positions as staff members.

(7) Work together for the good of the entire community

APPENDIX A  
LIST OF FSH HOUSING AREAS

|     | HOUSING AREA:   | UNITS: |
|-----|---|--------|
|     | Staff Post  | 15     |
|     | Infantry Post/Hancock   | 75     |
|     | Artillery Post  | 57     |
|     | Dickman/Graham/Wheaton<br>Area 1 (400 Block)                    | 88     |
|     | Dickman/Graham/Wheaton<br>Area 2 (500 Block) /<br>Gorgas Circle | 68     |
| HA6 | Harris Heights Area 1<br>(8000 and 8100 Blocks)                 | 173    |
|     | Harris Heights Area 2<br>(8200 Block)                           | 128    |
|     | Patch/Chaffee   | 140    |
|     | Watkins Terrace Phase 1   | 150    |
|     | Watkins Terrace Phase 2   | 100    |
|     | Camp Bullis   | 4      |

APPENDIX B

MAYORAL STAFF POSITIONS  
JOB DESCRIPTION

MAYOR

HEALTH &  
WELFARE  
COORDINATOR

1. PX
2. Commissary
3. Hospital

SECURITY &  
SAFETY  
COORDINATOR

1. Helping Hands
2. Crime Prevention
3. Traffic

COMMUNITY  
RELATIONS  
COORDINATOR

1. Education
2. Welcome
3. Newsletter

RECREATION  
COORDINATOR

1. Socials
2. Block Parties
3. Sports

BUILDING &  
GROUNDS  
COORDINATOR

1. Repairs
2. Appearance

PLANNING  
COMMITTEE  
COORDINATOR

1. Forum
2. Surveys
3. Improvements

- NOTE:
1. The number of volunteers in any of the areas may be tailored to meet local desires.
  2. One individual can hold several positions.
  3. Other staff elements can be added as required.

1. **PROGRAM.** Fort Sam Houston Mayoral Program.

2. **JOB TITLE:** Mayor

3. **MAJOR OBJECTIVES:** To provide information, promote community activities, and expedite resolution of problems for area residents.

4. **PRIMARY RESPONSIBILITIES.**

a. Implement and supervise the Mayoral Program within his/her respective housing area.

b. Work in coordination with the enlisted senior resident in applicable housing area.

c. Initiate community assistance projects and activities designed to enhance the welfare of area residents.

d. Select neighborhood/area representatives, special assistants, and committee members, and supervise their activities.

e. Serve as point of contact for community residents to voice concerns, needs, and recommendations for improving family life.

f. Initiate action to expedite resolutions of community problems brought to his/her attention by area residents.

g. Educate community residents through use of audiovisual and handout materials in the mayors' office or through area representatives.

h Identify community needs.

i. Attend meetings as required

j. Remain accessible so that area residents will be assured of availability.

k. Preside over semi-annual town hall meetings. It is recommended that town hall meetings be conducted as part of a block party. The first half hour of the event could be used to conduct the meeting and the remainder of the time spent on socializing and becoming better acquainted with one's neighbors



- l Preside over own staff.
- m. Attend a monthly Community Action Council meeting
- n Produce a quarterly newsletter (optional).

**5. QUALIFICATIONS.** May be active duty military, active duty military spouse or non-military spouse. Must be able to serve for a 1-year term. Must reside in government quarters on Fort Sam Houston in the area elected to represent, be dedicated to improving conditions, possess a positive attitude, and be able to relate to many different kinds of people. A working knowledge of the military system is helpful.

**6. TRAINING AND/OR PREPARATION FOR THE JOB.** Orientation and training will be provided by appropriate staff agencies. Other training will be provided as appropriate and/or funding permits.

**7. MISCELLANEOUS**

- a. Must communicate well orally and in writing.
- b. Must be willing to communicate concerns to various echelons of military office.
- c. Be supportive of installation-directed programs pertaining to the community.
- d. Must attend mayor's training within 2 months of being appointed/elected.
- e. Amount of time varies, but a mayor could dedicate about 10 hours each week to his/her job.

APPENDIX C

**FORT SAM HOUSTON MAYORAL PROGRAM  
COMMUNITY ACTION COUNCIL**

The Community Action Council will normally meet monthly. It will be chaired by the Garrison Commander and co-chaired by the Garrison Executive Officer. It will be attended by representatives of the support agencies as determined by the Garrison Commander or as requested by the mayor of each community housing area, and will normally include the Director of Public Works, the Public Affairs Officer, the Provost Marshal, the Director of Community Activities, and the Chaplain. The attendance of other activities may be requested for specific meetings by the Garrison Executive Officer. If mission requirements prevent members from attending, a substitute, who should be an informed person, will be designated to attend. Taskings from the meeting will be replied to by installation activities. Community and staff representatives will be present to respond to needs as required. Matters to be discussed before the Community Action Council should first be presented to the Garrison Executive Officer by the mayor or director. The above measures will ensure that the Community Action Council will be able to deal with needs that cannot be resolved at a lower level or by the installation staff.

Appendix D

FORT SAM HOUSTON MAYORAL PROGRAM ADMINISTRATION

1. ELECTIONS

a. The Director of Community Activities will conduct elections on an as required basis for each community mayor's office. The Garrison Commander or Executive Officer will determine when an election is required.

b. Candidates for elections will be identified and recruited by the mayor's office and the DCA.

c. In the event a mayor is unable to fulfill his/her term of office, a mayor may be appointed by the Executive Officer to fill the rest of the term. The term of the mayor will normally be 1 year. At that time, a new mayor will be selected. An election will be held if more than one volunteer wishes to serve as mayor.

d. Mayors will be elected by the authorized adult members of the applicable housing areas.

e. All active duty military, active duty military spouses, and non-military spouses residing in quarters are eligible for election, and are eligible to vote.

f. In the event that no nominations are made on the nomination ballots, community mayors should appoint a nominating committee to solicit and receive applications, and recommend who shall be placed on the ballot.

(1) Members of the nominating committee should not be on the mayoral staff, but should be from the community at large.

(2) The purpose of the nominating committee is to identify capable candidates, and encourage them to run. Personnel desiring to run, or make a personal nomination should submit names to the Garrison Commander's office or DCA staff, who will refer them to the nominating committee for consideration.

(3) The nominating committee will submit the names of all candidates for each housing area, in confidence, to the DCA

(4) The News Leader will print a copy of the nomination ballot along with information on how and when to vote, and a POC telephone number.

(5) Newly-elected mayors will assume office the day after the election results are tabulated, and each mayor is notified of their selection.

**2. CAMPAIGNING RULES.** The following rules will apply for all candidates campaigning for mayor.

a. Incumbent mayors running for election may not participate in the supervision of the election.

b. Poster(s) may not be larger than 18" x 24" and will be placed only in areas authorized by the supervisor of elections, Army Community Service Officer, at specific times. All campaign signs will be removed NLT close of business the day following the election.

c. Times and manner of campaigning must be approved 3 days in advance by the supervisor of elections. Campaigning will not be conducted before 0900 hours or after 2000 hours daily.

d. Personal funds will not be used. Solicitation of campaign funds is not permitted. Required supplies will be provided by DCA.

e. Request for reproduction of flyers must be sent to the supervisor of elections 10 days prior to requested distribution date.

f. All campaign flyers will be in good taste, and not demean individuals or the U.S. Army, as determined by the supervisor of elections.

**3. TRAINING FOR NEWLY ELECTED MAYORS**

a. The following agencies are available to provide training classes for newly elected mayors as required:

- 1) Provost Marshal Office.
- (2) Public Affairs Office.
- (3) Brooke Army Medical Center.
- (4) Chaplains.

(5) DPW: Engineering - work orders, how to call, who, what happens to work order, how to follow up; Housing - housing

lists, responsibilities of occupants, yard inspections, complaint procedures.

Director of Community Activities

7) Army Community Service Officer.

(a) General office management of records.

(b) Volunteer management.

(c) Child care procedures.

(d) How to set up and control meetings

(e) How to set up committees

(f) Newsletter responsibilities.

(g) After action reports

(h) How to initiate projects

Protocol procedures.

(j) EEO.

(k) Council committee responsibilities

(l) Cooperation/coordination with other agencies

b. The ACS Officer is responsible for the mayoral training program, and will schedule all classes with community staffs.

4. ORIENTATION FOR NEWLY ELECTED MAYORS.

a. The following agencies will provide orientation to mayors annually:

|            |           |      |     |
|------------|-----------|------|-----|
| ACS        | Red Cross | SJA  | DPW |
| Commissary | PAO       | PX   | DCA |
| PMO        | DENTAC    | BAMC |     |

b. The ACS Officer will provide a schedule of these orientations to include time and place. Tours of facilities will be arranged upon request of mayors.

**5. REMOVAL OF MAYOR.** The final authority to remove a mayor will rest with the Garrison Commander.

a. Causes which justify removal of a mayor will include, but are not limited to the following:

(1) Conviction of an offense which impinges on the integrity of the mayor.

(2) Misuse of funds or equipment.

(3) Inability to cooperate with other individuals in the mayoral program.

(4) Inability to consistently perform the job of mayor

b. The procedure for elimination of a mayor will be as follows:

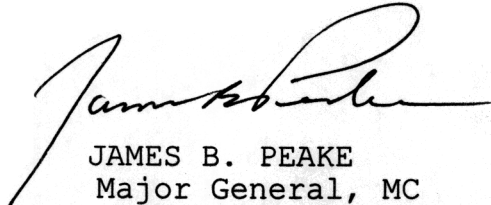
(1) The ACS Officer investigates the matter/complaint.

(2) The ACS Officer then provides the mayor written notification of the contemplated action, and allows the individual a reasonable time to respond to the contemplated action (no longer than 14 days).

(3) After receipt of the mayor's response (if any), the ACS Officer will provide through the DCA and Executive Officer a recommendation to the Garrison Commander on a course of action.

(4) The Garrison Commander will direct removal or some other course of action.

The proponent of this regulation is the Directorate of Community Activities. Users are invited to send comments and suggested improvements on DA Form 2028 (Recommended Changes to Publications and Blank Forms) to the Commander, U.S. Army Medical Department Center and School and Fort Sam Houston, ATTN: MCGA-CA, Fort Sam Houston, TX 78234-5020.



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Major General, MC  
Installation Commander

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A, B, C